CHAPTER 1

THE U.S. MARINE CORPS

Creating Stability in an Unstable World

From Afghanistan to the Horn of Africa, from Iraq to Liberia, Marines have answered the Nation's most urgent calls. Today, the Navy-Marine Corps Team continue to prosecute the Global War on Terrorism (GWOT), keep the peace through forward presence, and respond to natural disasters. As the world's foremost expeditionary warfighting organization, the Marine Corps is fighting today's wars while remaining focused on the challenges ahead. Marine forces engaged in the GWOT are leaner, more lethal, and more adaptable than their predecessors. In short, the Marine Corps has displayed to our Nation, and the world, the meaning and importance of "expeditionary." Its dedication to maintaining warfighting excellence has provided our Nation, in this time of global strategic challenges, a fighting force ready to engage the enemy anytime, anywhere. We remain "No better friend... No greater enemy."

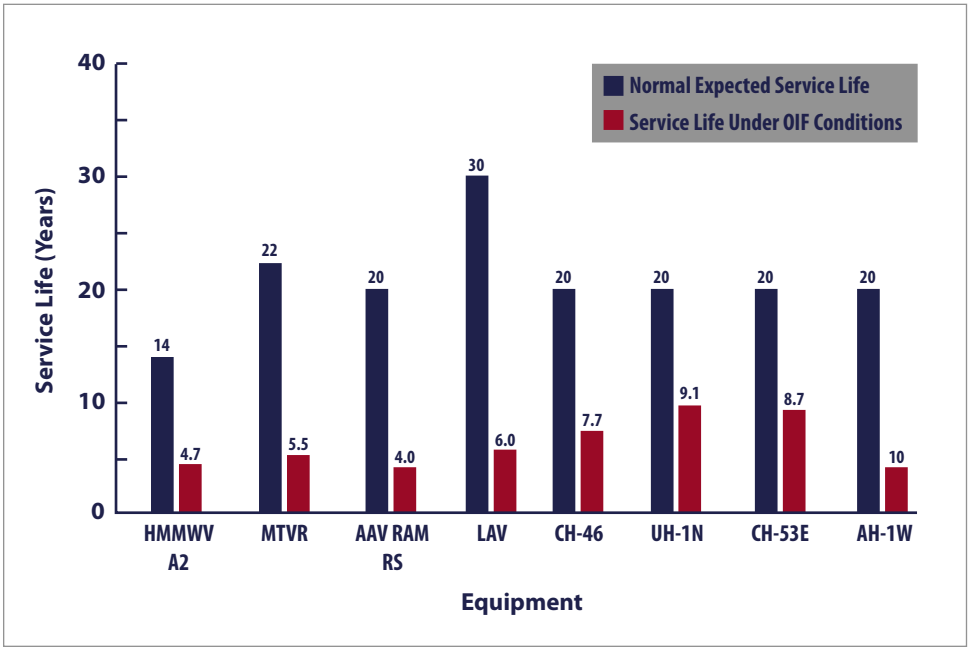
In 2006, Marines are in the forefront of GWOT combat operations from the Euphrates to Kandahar and from the Gulf of Aden to the Mediterranean. In Iraq, Marines continue to demonstrate their flexibility and effectiveness. They lead Multi-National-Force-West forces with responsibilities for training Iraqi forces, providing stability and security, and conducting counter-insurgency operations. Marine forces have significantly enhanced coalition force capabilities by shifting primary focus from counter-insurgency operations to partnership operations with Iraqi security forces. In Afghanistan, Marines continue to support Operation Enduring Freedom with Marine Air Ground Task Force (MAGTF) units and Embedded Training Teams (ETT) who train, mentor and operate with the Afghan National Army. Marines also continue to execute the GWOT in the Horn of Africa, Philippines, and the Western Pacific. These demands have significantly stressed Marine Corps personnel and equipment to the point where significant reconstitution adjustments are necessary to ensure a ready, capable Marine Corps force for future operations.

RESETTING THE FORCE

The current high operating tempo in Iraq, Afghanistan and elsewhere has caused significant wear and tear on Marine Corps warfighting equipment, necessitating replacement more quickly than anticipated. While our equipment has been highly effective in combat, it has been subjected to a lifetime's worth of degradation stemming from vehicle mileage, operating hours, and environmental conditions in just a few years. (See figure 1.1) In support of GWOT operations, equipment worth nearly $180 million has been destroyed and $140 million damaged.

Our current reset the force requirement is $11.7 billion (across Marine Corps and Navy appropriations) which is the amount we estimate will be needed to re-establish capabilities that have been impacted by GWOT operations. This amount is in addition to the ongoing cost of war requirement, which addresses attrition and other critical sustainment costs. Supplemental funding to address these costs is absolutely essential for without this funding modernization and replace-

Figure 1-1



ment programs could be delayed three or more years.

To meet current operational demands, the Corps has drawn equipment from the Maritime Pre-Positioning Ships (MPS), pre-positioned stores in Norway, home station and training schoolhouses and retained departing unit equipment in theater. This has resulted in a decrease in some unit readiness as equipment across the Marine Corps must be continually cross-leveled to ensure units preparing to deploy have sufficient equipment on-hand to permit pre-deployment and other required training.

Recent OIF/OEF operations have highlighted the limitations of Marine Aviation legacy platforms. CH-46 performance has degraded to the point where current GWOT aircraft are flying at 4 times their planned utilization rate. Resetting the Marine Aviation force means not only replacing damaged/destroyed aircraft but also getting better aircraft in the field sooner. Clearly, the enhanced capabilities provided by the MV-22, AH-1Y/Z and Heavy Lift Replacement (CH-53 replacement) are essential to effectiveness in the current as well as future fight.

Finally, industrial capacity constraints make it prudent to begin the reduction of the "bow wave" of resetting the force requirements as soon as possible. Changes to the defense industrial base have sharply limited the ability to surge equipment production without additional facilitization costs. Accordingly, the Corps has phased its reset requirements over a period of years and estimates that supplemental funding will be necessary for a minimum of two years after completion of OIF/IEF in order to fully address all reset costs. In sum, resetting the force requires timely resource support in order to mitigate the increasing risk to Marine Corps material readiness.

DEFENSE PRIORITIES AND MARINE FORCES

While the entire Marine Corps is heavily engaged in supporting the GWOT, continued emphasis is being placed on preparing for future conflicts and contingencies. The Defense Department's FY 2005 Quadrennial Defense Review (QDR) directs a strategic framework for the development of balanced capabilities for controlling four challenges: Traditional, Irregular, Catastrophic, and Disruptive. These strategic challenges have been operationalized into four priority areas.

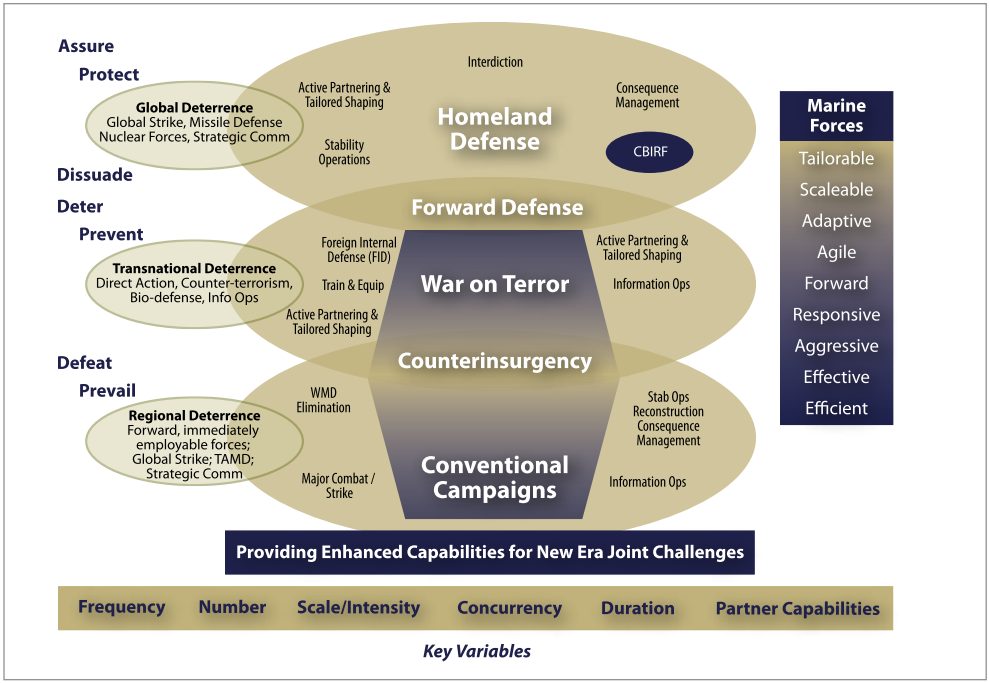
- Defeat terrorist extremism
- Defend homeland in depth
- Shape choices of countries at strategic crossroads
- Prevent acquisition or use of weapons of mass destruction (WMDs)

The Marine Corps is currently well positioned to meet the scope and intensity of the operational demands posed by these challenges. For more than two centuries, U.S. Marines have demonstrated they are the expeditionary force-in-readiness—most ready when the Nation is least ready. Critical to achieving this objective are our fundamental tenets of Expeditionary Maneuver Warfare (EMW) and combined-arms approach through the MAGTF. Enhancing and expanding these capabilities through aggressive implementation of Distributed Operations and Joint Seabasing will further increase Marine Corps utility, responsiveness, and effectiveness.

The revised Department of Defense (DoD) force planning construct has refocused Marine Corps force planning and capabilities development efforts across three fronts: Homeland Defense, the Global War on Terror, and Conventional Campaigns (See Figure 1-2). The Marine Corps is providing enhanced capabilities for a new era of joint integrated operations.

The Marine Corps continues to support the Department of Homeland Security (DHS) by providing critical defense

Figure 1-2



of the homeland. We operate from forward-deployed locations throughout the world, keeping threats to our homeland far from our shores. As an expeditionary force, we deploy for foreign service as a matter of routine, providing deterrence and on-scene crisis response forces on a continuous basis. Should deterrance fail, the Marine Corps retains the capability to significantly contribute to the conventional campaign.

EVOLVING MARINE FORCES

While GWOT remains our number-one priority, we also have the responsibility to prepare for the future. To provide the capabilities needed by Joint Force Commanders to meet the wide spectrum of challenges our Nation will face, we will preserve our tradition of being most ready when the Nation is least ready, and continue to rely on our fundamental tenants of Expeditionary Maneuver Warfare and combined-arms Air-Ground Task Forces. To provide the skills and capabilities to meet 21st Century challenges the Marine Corps will...

a.) Enhance individual Marine training and education

b.) Implement Distributed Operations across full spectrum operations

c.) Adapt our operational capabilities and technology to succeed in Urban and Irregular Warfare environment including coordination with Special Operations Command

d.) Continue to enhance and transform our Seabasing capabilities to reduce response times and our footprint ashore.

These transforming intiatives will increase our agility and responsiveness in operations from cooperative security to major combat. We will also rely on our traditional strength of working with partner nations in order to enhance regional security and stability. Additionally, we will place new emphasis on interaction and coordination with key interagency and international forces.

Maintaining today's high readiness requires our leaders to strike the right balance between winning GWOT and achieving transformation of future forces. Marine Corps program priorities emphasize the maintenance of current combat readiness and procurement of enhanced capabilities critical to securing strategic access and achieving stability in an unstable world.

THE INDIVIDUAL MARINE

Our successes have come from the aggressive spirit, adaptability and flexibility of Marines who thrive even in chaotic and uncertain environments. To that end, we will place renewed emphasis on our greatest asset – the individual Marine – through improved training and education in foreign languages, cultural awareness, tactical intelligence and urban operations. We will develop and provide the best individual equipment available. We will train, educate, orient and equip all Marines to operate skillfully across the wide spectrum of operations, blending the need for combat skills and counter-insurgency skills with those required for civil affairs. To do so, we will continue to attract, recruit and retain the best of America's youth.

While it is essential to provide the best leadership, equipment and training for our Marines deploying into harm's way, it is as important to care for them and their families in garrison. Through innovative public private partnerships, we have rapidly improved the quality and quantity of our family housing. By 2007 partnerships will be in place to eliminate all inadequate family housing and to provide quality homes and community support facilities for our families. We are equally committed to modernizing our housing for our single Marines and Sailors who comprise 55% of our fighting force. Our barracks provide more than just shelter for our young Marines. They provide the opportunity to instill unit integrity, esprit de corps, and are a welcome respite from life in the field. The Marine Corps has dedicated a large portion of its facility investment in barracks projects. From FY 2002-2006, we averaged more than $89 million a year for barracks construction, and greater emphasis continues to be placed on barracks modernization programs by ensuring we earmark a greater share of military construction program funds to new barracks construction. We are committed to ensuring that new Marines joining the Corps today may never see adequate barracks in their career. Our Marines deserve nothing less.

Key programs targeted at supporting individual Marines include the Marine Enhancement Program, Family of Ballistic Protection, improved rifle combat optics and load bearing equipment. For FY 07, current O&M and investment that directly support the individual Marine in the FY 07 President's Budget total $334 million.

21st Century Marine

Every Marine is a rifleman and a warfighter. We train, educate, orient, and equip all Marines to operate skillfully across the wide spectrum of tasks, blending the need for combat and counterinsurgency skills with those required for civil affairs. We provide training in foreign languages, cultural awareness, tactical intelligence and urban operations, and we provide and continue to develop the best equipment available.

The Marine Corps has established a new program to ensure the making of an infantry man while ensuring he has the latest in weapons and equipment. The Marine Expeditionary Rifle Squad (MERS) program will treat the Marine squad as a system, managing and reducing weight, and ensuring concentration on elements of the "system" that significantly increase capabilities. The Marine Corps is reviewing work completed by the Army's Land Warrior program and other Soldier as a System (SaaS) programs which will allow the Marine Corps to advance quickly in this initiative. This effort also aligns the efforts of the Marine Corps Warfighting Lab, Office of Naval Research, and Defense Advanced Research Projects Agency. In sum, these initiatives will give the Marine Corps comprehensive visibility of all experimental and technological initiatives enabling increased capabilities to the individual Marine.

Center for Advanced Operational Culture Learning (CAOCL)

On 1 October 2005 the Marine Corps Center for Advanced Operational Culture Learning became operational at TECOM. The Center will help fill the gap in operational culture and language familiarization training for Marine Corps schools and operational forces to support Warfighting success as we face more non-traditional enemies and irregular battlefields.

In conjunction with other TECOM elements, CAOCL supports pre-deployment training for Marines and Marine units deploying to both Iraq and Afghanistan through both home-station training and at MOJAVE VIPER pre-deployment training at Twenty-nine Palms, California. Additionally CAOCL has the capability to offer training support for units like the Foreign Military Training Unit, Marine Advisor Teams, and Marine Expeditionary Units that support their deployment for missions to many other areas of the world.

The Center's other capabilities extend to Marine Corps schoolhouses by assisting them to incorporate operational culture and language learning into their curricula where needed. In the future the Center will support lifelong learning for career Marines focused on assisting them to become knowledgeable about smaller "micro-regions" of the world covering over

130 countries where Marines may likely be involved in military or humanitarian operations. Additionally the Center will seek to extend language learning support across the Corps to include language familiarization training for operating forces, language familiarization training for career Marines to support their focused "micro-region" learning, and language training sustainment.

DISTRIBUTED OPERATIONS

Implementation of Distributed Operations as an extension of maneuver warfare requires a focus on enhanced small units, which are more autonomous, more lethal, and better able to operate across the full spectrum of operations. This focus will require investing in the technologies and training that will provide individual communications, tactical mobility, and networked intelligence down to the squad level. Our logistics and fires capabilities will be adaptive and scalable in order to support these small units, whether dispersed across the battlespace or aggregated for larger operations.

Distributed Operations is a complimentary capability to match our Seabasing concept that brings an increased tactical capability ashore, delivering enhanced "boots on the ground" effectiveness. It is a natural follow on to our maneuver warfare heritage based on enhanced small units using the untapped potential of our Marines and the technology which could support them. At a strategic and operational level, distributed operations enable naval forces to establish a worldwide presence, while simultaneously conducting combined and joint training with allies and coalition partners in selected regions. This global posture allows naval forces to respond rapidly to emerging crises with powerful and sustainable combined arms teams. At a tactical level, Distributed Operations can take several forms based on the mission, enemy dispositions, and the nature of the terrain. For example, when pockets of adversaries are found, distributed units could use swarming attacks to defeat them in detail.

Key programs supporting Distributed Operations include both ground and aviation programs. Critical ground programs include the C2 On-the-Move Network Digital Over the Horizon Relay; Small Unit Recon and Surveillance System; and Common Laser Range Finder. Aviation programs critical to the success of the DO concept are the Joint Strike Fighter, MV-22 Osprey, and Heavy Lift Replacement aircraft (CH-53K). Total investment in ground programs for FY 07 in the President's Budget total $81 million.

MV-22 Osprey

The V-22 Osprey is a joint service, multi-mission aircraft with vertical take-off and landing (VTOL) capability. The Osprey is the world's first production tiltrotor aircraft. It typically operates as a helicopter with its nacelles vertical and the rotors horizontal for takeoff and landing. Once airborne, the nacelles rotate forward 90 degrees for horizontal flight, converting the V-22 to a high-speed, fuel-efficient turboprop airplane. STOL, short-take-off and landing, capability is achieved by having the nacelles tilted forward up to 45 degrees. Aboard ship, the wing rotates within two minutes for more efficient storage.

The MV-22 will be an assault transport for up to 24 combat loaded troops, equipment and supplies, and will be capable of operating from ships or from expeditionary airfields. During four years of combat operations, from the thin air of the mountains of Afghanistan to the high heat and humidity of Iraq, our force capabilities have been significantly limited by the performance shortfalls of our aging, declining inventory of CH-46Es and CH53Ds. Now more than ever, the operational forces need the global self-deployability, speed, range, payload and endurance of the V-22s. While considerable effort is being made to reduce unit costs, the program is ready to transition to fleet introduction and program funding to support the V-22s integrated transition plan is essential. The MV-22 replaces the aging CH-46E and CH-53D helicopters. The MV-22s is ready now to transition to fleet introduction.

Heavy Lift Replacement (CH-53K)

The Heavy Lift Replacement (HLR) program, also known as the CH-53K program, is the cost-effective solution to maintain a heavy lift capability as the premier heavy-lift aircraft beyond the year 2025. The HLR will satisfy heavy equipment transport and heavy lift airborne mine countermeasures requirements. The upgraded HLR will deliver increased range and payload, provide reduced operational and support costs, and feature increased commonality with other assault support platforms. The HLR will dramatically improve the ability of the MAGTF and Joint Task Force to project and sustain forces from a sea-based center of operations.

Joint Strike Fighter JSF

The Joint Strike Fighter (JSF) will provide improved fighter performance in forward-deployed combat operations. With advanced avionics, countermeasures, and stealth, JSF is a multi-role fighter optimized for the air-to-ground role. It is designed to affordably meet the needs of the Air Force, Navy, Marine Corps and allies, while improving survivability, precision engagement capability, and providing mobility necessary for future joint operations and reducing life cycle costs. The three JSF variants include:

- Conventional take-off and landing (CTOL)—USAF
- Short take-off vertical landing (STOVL)—USMC and seven allied partners
- Carrier landing (CV)—USN

Even with strong budget pressure on major DoD aviation programs, the JSF program is on track to meet all established Low Rate Initial Production (LRIP) decision criteria, including the CTOL First Flight. JSF software is being developed, tested and released through a spiral development approach. It is critical to the MAGTF's combined arms capability to begin fielding the STOVL JSF within the Future Years Defense Plan.

URBAN AND IRREGULAR WARS

While ever ready to respond to major combat operations, the future holds a greater likelihood of irregular wars fought in urban environments, against thinking enemies using asymmetric tactics. Thus, we will adapt our tactics, techniques and procedures as well as technology to enhance our capabilities to succeed in these environments. We will shape and enhance the capabilities of our reserve forces to respond to the 21st Century environment, and improve our integration and coordination with Special Operations Command.

Marine Corps Special Operations Component

Ongoing GWOT operations highlight the interdependence between the Marine Corps and Special Operations forces. On October 28, 2005, the Secretary of Defense approved a Marine component within U.S. Special Operations Command (USSOCOM).

The new Marine component will provide 2,600 USMC / Navy billets within USSOCOM lead by a Marine brigadier general. MARSOC will enhance Marine Corps and USSOCOM interoperability and provide USSOCOM greater flexibility and increased capability to fight the war on terrorism.

The Marine Corps' pursuit of increased irregular warfare capabilities has also resulted in formation of Foreign Military Training Unit (FMTU) to assist SOCOM. The Mission of the FMTU is to provide tailored basic military combat skills training and advisor support for identified foreign military forces in order to enhance the tactical capability of coalition forces in support of the Commander, USSOCOM and the regional Combatant Commanders' Theater Security Cooperation plans. The Commandant and Commander of SOCOM are committed to exploring new ways to leverage each others capabilities as the United States continues to fight irregular wars, to include use of the Joint Seabasing concept for future deployment and employment options. Equipment compatibility is a crucial ingredient in this relationship and we continue to pursue the means to train, work, and operate more fluidly in the special operations environment.

Other programs directly supporting urban and irregular wars include Tactical Remote Sensor System; Non-lethal weapons; and Family of Incidence Response Systems. In the FY 07 President's Budget, total O&M and investment funds budgeted for FY 07 that directly support urban and irregular warfare total $597 million.

Non-Lethal Weapons

Recent and projected military operations characterized by complex urban terrain, non-state actors, and enemies without uniforms who easily blend into urban settings demand the fielding of new capabilities and development of new operational concepts. Furthermore, force application and protection require increased levels of discrimination, predictability and persistence particularly when enemy targets are located in the vicinity of non-combatants or where collateral damage is an issue.

Figure 1-3

The Commandant of the Marine Corps, as the Department of Defense Executive Agent for non-lethal weapons (NLWs), is responsible for finding, developing, and funding for non-lethal technologies. NLWs provide the warfighter and senior leadership with additional options for responding to irregular challenges. Additionally, given the desire of our enemies to strike in the United States, non-lethal weapon capabilities for National Guard, Reserves and active forces in homeland defense and civil support operations will be critical in site security, maritime interdiction, area denial and consequence management operations.

SEABASING

Seabasing, Expeditionary Maneuver Warfare, and Distributed Operations are the conceptual foundations of the Marine Corps of the 21st Century. They lead directly to initiatives in expanding required capabilities, modernization efforts, and programs to ensure the Marine Corps continued success in deterring and defeating America's enemies.

We will continue to enhance and transform our capabilities for forcible entry from the sea. Seabasing will significantly reduce our deploy/employ timelines while also dramatically reducing our footprint ashore. While the Marine Expeditionary Brigade is our primary forcible entry force, our principal contribution to the joint fight in major combat operations will remain the Marine Expeditionary Force.

Seabasing is a national capability and the Marine Corps overarching concept for using the sea as a maneuver space. Seabasing enables the rapid deployment, assembly, command, projection, reconstitution, and re-employment of joint combat power from the sea, while providing continuous support, sustainment, and force protection to expeditionary joint forces without reliance on land bases within the Joint Operating Area (JOA). These capabilities expand operational maneuver options, and facilitate assured access and entry from the sea.

Seabasing provides our combatant commanders with unprecedented versatility in operations spanning from cooperative security to major combat. It enables early arrival and synchronization of joint force capabilities providing strategic speed, access, and persistence for military operations ranging from presence through combat against conventional as well as irregular threats. Capitalizing on the capabilities of forward deployed, pre-positioned and immediate/rapid response forces, Seabasing accelerates operational tempo while seizing the initiative without an operational pause. Seabasing reduces force protection challenges ashore, especially during the early stages of a crisis, and increases joint force operational maneuver by allowing the joint forces commanders to fully exploit the sea and gain advantage over the adversary. The Seabasing "system of systems" includes amphibious ships, MPF(F) and sea based connectors.

Four Naval Capability Pillars enable Seabasing to be the cornerstone of naval transformation. It requires Sea Shield capabilities to neutralize current and future threats to the sea base. It exploits integrated, Navy and Marine Sea Strike capabilities for battlespace preparation and area denial. The Sea Base provides capabilities for forcible entry, support and sustainment. FORCEnet capabilities net these various elements together into the Joint Force and the Global Information Grid. Future sea bases will provide a dynamic, mobile, networked platform from which naval, army, and special operations forces can operate at will, in relative safety, from land based observation and fires. The sea base will reduce dependence on vulnerable facilities ashore while reducing footprint.

Key programs that directly support Seabasing include the Maritime Prepositioning Force (Future); LHA Replace-

ment (LHA(R)) Program; and the USS *San Antonio* (LPD-17)-class amphibious transport dock ship. In the FY 07 President's Budget, programs of record that are budgeted for FY 07 that directly support Seabasing total $639 million.

Maritime Prepositioning Force (Future) MPF(F)

The Maritime Prepositioning Force (Future) will be the primary enabler for robust sea-based operations. MPF(F) will serve four functions not provided by the current MPF: (1) at-sea arrival and assembly of units, (2) direct support of the assault echelon of the Marine Expeditionary Brigade (MEB), (3) indefinite sea-based sustainment of the landing force, and (4) at-sea reconstitution and redeployment of the force.

Seabasing with MPF(F) is dependent upon high-speed, reliable and survivable connectors to deliver logistics support where and when needed. Examples of other innovations the Navy and Marine Corps are exploring include unmanned delivery systems, advanced lighterage, containerization, predictive maintenance, and standardization of equipment.

In the Naval Vision for seabasing, amphibious ships will continue to carry the "assault echelons"—the first wave of troops—in any expeditionary operation. The MPF(F) ships are intended to carry the bulk of the material our troops need to sustain forces for the first 20 days of operations. They would also hold all of the equipment for "follow-on assault echelons"—successive waves of troops that can be transported to the theater on aircraft or high-speed surface craft. With Seabasing, no land base will be necessary for the follow-on forces to

assemble themselves and deploy—that would occur on the ships composing the sea base. Nor would there be a large depot on land to offer a prime, stationary target for attacks by enemy ballistic missiles, cruise missiles, aircraft or attacks using weapons of mass destruction (WMD). The MPF(F) is the linchpin of the sea base; without them, the Navy and Marine team will not be able to achieve the responsiveness and sustainment necessary for effective forcible-entry operations. In May 2005, the Secretary of the Navy broke significant ground in making the decision of the squadron configuration for the MPF(F) squadrons.

The MPF(F) Squadron will consist of 12 new construction ships and two legacy MPF ships. The 12 new construction ships are two LHA(R)s, one LHD, three LMSRs, three T-AKEs, and three MLPs.

LHA(R) Program / LHA 6

The LHA Replacement Program will deliver the functional replacement for USS *Tarawa* (LHA-1)-class ships, providing an affordable and sustainable amphibious ship development program. This will ensure that the nation's amphibious fleet remains the centerpiece of expeditionary warfare well into the 21st Century.

The LHA 6 will have nearly three times the fuel capacity of existing large-deck, air-capable amphibious assault ships (LHDs) for sustained operations. It will be capable of operational and maintenance support for either 23 JSFs or 28 MV-22 aircraft, or a combination of fixed, rotary-wing (helicopter), and tiltrotor aircraft. MPF(F) capabilities provide the vehicle square and well deck spaces not available in the LHA 6 Class as part of the future Seabasing force. The LHA 6 will support Sea Strike operations in addition to supporting fire and maneuver in support of the MAGTF.

LPD 17 USS *San Antonio* Class

The *San Antonio* (LPD-17)-class ship is a critical component for the near- and far-term future of America's naval expeditionary forces. These newly desugned amphibious transport dock ships are optimized for operational flexibility and designed to meet Marine Air-Ground Task Force lift requirements in support of EMW operations.

Additionally, *San Antonio*-class ships provide both a large flight deck and hangar for the MV-22 Osprey tiltrotor aircraft, and a well deck capable of launching and recovering landing craft and amphibious vehicles, like the Landing Craft, Air Cushion (LCAC) and the Expeditionary Fighting Vehicle (EFV). *San Antonio*-class ships will replace four retiring amphibious ship classes (LKA-113, LPD-4, LSD-36, and LST-1179) and will be able to carry

approximately twice the number of Marine vehicles, along with approximately the same number of troops, cargo, and ammunition space, as the USS *Austin* (LPD-4)-class ships. The Navy accepted the lead ship of the LPD-17 class the USS *San Antonio* in the fall 2005, while another four LPDs are completing construction: *New Orleans*, *Mesa Verde*, *Green Bay*, and *New York*; four others have been assigned names: *San Diego, Anchorage, Arlington,* and *Somerset.*

San Antonio's well deck, stern gate, and ballast system enable the use of landing craft (LCUs) or two air-cushioned landing craft (LCACs) which can beloaded with Marine cargo, vehicles and tanks. The well deck will also be compatible for launch and recovery of the Expeditionary Fighting Vehicle (EFV). *San Antonios* have significant survivability features and the Rolling Airframe Missile (RAM) will protect the ship from air threats. The ship's unique design minimizes its target signature. The combination of MV-22s, LCACs, and EFVs greatly extend Marine Corp Operational Maneuver capability.

Expeditionary Fighting Vehicle (EFV)

The EFV is a keystone for the EMW and Ship-to-Objective Maneuver (STOM) warfighting concepts. The EFV is a self-deploying, high-water-speed, armored amphibious vehicle capable of rapidly transporting Marines from amphibious ships at sea beyond the visual horizon to inland objectives. It represents the primary means of tactical mobility for the Marine Rifle Squad during amphibious operations and subsequent ground combat operations ashore. The EFV will be operated and maintained by a crew of three Marines, and will have a capacity of 17 combat-equipped Marines. The EFV will replace the Assault Amphibian Vehicle (AAV), which is more than 35 years old. Low rate initial production is scheduled to begin in FY 2007.

PARTNERING

We will rely on our traditional strength of jointness and work with other Service partners to enhance regional security and stability. Additionally, we will place new emphasis on interaction and coordination with key interagency and international forces.

The Army Marine Corps Board (AMCB) was chartered on October 1, 2003 as a three star forum with the mission to identify develop, review, and resolve issues with Army / Marine Corps concepts, capabilities, service-approved requirements and programs. The board strives to find programmatic efficiencies in areas where the Army and Marine Corps have common interests. Recent examples include working toward a common tactical Wheeled Vehicle Strategy, common Blue Force Tracking, Heavy Lift Replacement / Joint Heavy Lift and Combat Identification (CID). The board also includes representatives from the Air Force and Navy as appropriate. The United Kingdom has been a coalition partner on the AMCB since January 2004.

By a memorandum of understanding between the Chief of Naval Operations and Commandant of the Marine Corps, a Navy / Marine Corps Board (NMCB) was reinvigorated in September 2005. The board is a senior level forum designed to enable Department of Navy military leadership to address and resolve key / emergent issues affecting the department. The scope of NMCB is not constrained to fiscal issues but may include any Doctrine, Organization, Training, Material, Leadership, Personnel, and Facilities (DOTMLPF) matters of mutual concern to the Navy and Marine Corps that require this level of involvement. Recent topics addressed include the Joint Strike Fighter and Naval Force Structure.

SHAPING TOMORROW'S CORPS

The Marine Corps is the Nation's premier expeditionary combat force-in-readiness, and, as such, is strategically designed to operate highly effectively in diverse circumstances. We are primarily a naval force whose strength is our ability to access denied areas from great distances. We project Marine forces from land or sea bases in forward-deployed locations throughout the world to defend friends and protect the homeland. We recognize that worldwide peacetime missions punctuated by crises and irregular wars will likely characterize our future while retaining a capability to effectively conduct operations in major contingences.

The Marine Corps' agility, flexibility and strength are derived from its maritime character. America's ability to use international seas and waterways as both maneuver space and an operating base, unconstrained by foreign veto, allows U.S. naval forces assured access into the world's littoral regions. The Nation's forward-deployed Navy and Marine Corps expeditionary forces are critical instruments of U.S. diplomacy and central components of a joint military force designed to quickly contain emerging threats. During peacetime, naval expeditionary forces are called upon to deter aggression, enforce the peace, provide noncombatant humanitarian relief, and support domestic authorities. During hostilities, the Navy/Marine Corps team offers unmatched forcible-entry capabilities and provides persistent

combat capability from their sea base with minimum presence ashore.

Ultimately, we are a Marine Corps that celebrates its culture and ethos, but is never satisfied with its current capabilities and operational performance. A Marine Corps that is a learning organization: embracing innovation and improvement in order to increase its effectiveness as part of the joint force. A guiding principle of our Corps is that we fight as combined-arms teams, seamlessly integrating our ground, aviation, and logistics forces. We exploit the speed, flexibility and agility inherent in our combined-arms approach to defeat, traditional, terrorist, and emerging threats to our Nation's security. We thrive in unpredictable environments in which our forces are employed. Our vision is to be the world's foremost expeditionary warfighting organization, and to create stability in an unstable world with the world's finest warriors – United States Marines.

CHAPTER 2